



## Department of Administrative Services State of Georgia Job Description

### Process Improvement Manager

Job Code: 30095

Pay Grade: 17

Salary Range: \$41,809 - \$73,324

#### Job Description, Responsibilities, Standards, and Qualifications

##### **Job Description:**

Under general direction, manages the state's procurement process improvement and compliance program. Oversees the evaluation of procurement business processes for state entities. Makes recommendations to enhance the efficiency of the state's procurement process. Supervises staff in the Process Improvement section.

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##### **Job Responsibilities & Performance Standards:**

- 1. Creates and updates in-depth procurement process audit and investigation guidelines and processes**
  1. Leverages best-in-class practices to develop and revise procurement process auditing guidelines and procedures.
  2. Collaborates with technical resources to align auditing requirements, procedures, and reports.
  3. Develops documents based on policies, regulations, and rules for procurement process audits.
  4. Solicits and evaluates feedback on the audit process.
  5. Incorporates feedback in updating and improving established procurement process auditing guidelines and processes.
- 2. Identifies and implements effective process auditing software systems to facilitate administration of desk and field audits.**
  1. Establishes criteria for a software process auditing records system and provides general oversight to staff in developing and maintaining that system.
  2. Develops guidelines for capturing and organizing audit results.
  3. Monitors maintenance of the records system and oversees the development and distribution of auditing reports
- 3. Oversees the audit process to ensure that in-depth desk and field procurement process audits and investigations are performed in accordance with established auditing policies and guidelines**
  1. Maintains an audit assignment priority schedule for the section and updates it regularly.
  2. Establishes staffing requirements.
  3. Assigns and prioritizes work according to employee skill levels, workloads, and completion time frames.

4. Prepares audit programs and sampling tests for special investigations based on anticipated complexity and size of audit project.
5. Maintains open communications with state entities prior to and during audits.
6. Assists, advises, and guides staff in resolving issues encountered in work assignments.

**4. Reviews completed audits**

1. Reviews completed audit files and working papers for substance and depth of coverage to ensure compliance with audit programs and established procedures.
2. Completes the necessary corrections and changes to reports and correspondence.

**5. Processes Purchasing Authority Process requests to increase level of purchasing authority at the state entity level.**

1. Reviews the procurement compliance history, certification levels, and other related information for delegated authority.
2. Makes recommendation to increase or deny level of purchasing authority based on analysis.

**6. Establishes and maintains Process Improvement dashboard metrics to evaluate effectiveness of auditing outcomes and enhance metrics as necessary.**

1. Develops and maintains a set of metrics by which the process improvement unit will be measured based on the set goals and objects.
2. Evaluates the Process Improvement section's performance by comparing measurable program outcomes to target outcomes.
3. Identifies deficiencies and conducts timely research and consultation to determine methods for correction.
4. Conducts timely and thorough audits, research and consultation to determine desirable program modifications and enhancements. Assists in resolving conflicts and implementing improvements.
5. Develops reports and ensures accurate program documentation submitted in accordance with applicable guidelines.

**7. Develops and administers the process improvement and compliance budget.**

1. Prepares, monitors, and oversees the process improvement and compliance budget in accordance with established formats, guidelines, and due dates.
2. Develops the budget within allowed tolerances in budget categories.
3. Monitors expenditures to ensure conformity to budget category allowances and identifies potential cost overruns.

**8. Supervises staff in the process improvement section.**

1. Recruits and hires staff with appropriate knowledge, skills, and abilities to achieve established goals.
2. Provides staff with clear performance expectations and objectives.
3. Tracks and reviews established metrics to evaluate the performance of assigned staff.
4. Provides ongoing, constructive, and timely performance feedback and coaching to staff to encourage achievement of expectations.
5. Performs accurate and timely performance evaluations of assigned staff.
6. Identifies appropriate and cost-effective professional development opportunities for assigned staff.
7. Initiates the appropriate corrective action when expectations are not met.

- 9. Maintains knowledge of current trends and developments in the auditing field. Applies relevant new knowledge to audit performance and staff responsibilities.**
1. Participates in professional continuing educational programs when available.
  2. Attends regular meetings of applicable professional organizations.
  3. Identifies, evaluates, and adopts best-practices on a continual basis.
  4. Incorporates knowledge of pertinent new trends and developments into section policies and procedures and makes recommendations for any related changes.
  5. Stays abreast of proposed legislation, policy, etc., and advises on potential impact in a timely manner.
  6. Develops timely and adequate written directives and instructions on programmatic change and other issues as they relate to Process Auditing.

**Competencies:**

**1. Goal and Task Management (level 4)**

- **Tracks and measures performance against objectives.**
  - Makes structured plan – accomplishes strategic short-term goals.
  - Adjusts goals based on new or additional information.
  - Sets goals above expected level; seeks additional challenges on the job.
  - Keeps personal log/tracking system of goals.
  - Meets and exceeds deadlines through efficient time management.

**2. Organizational Awareness (level 4)**

- **Forms alliances.**
  - Forms alliances to achieve goals.
  - Uses formal and informal organizational systems to meet objectives.
  - Uses political networks to initiate and cause change.

**3. Vision (level 4)**

- **Makes connection between influences and vision.**
  - Recognizes relationship between trends and influences and the direction the organization must take.
  - Imagines and communicates unique methods for achieving organizational success.

**4. Integrity/Honesty (level 5)**

- **Ensures personal and organizational integrity.**
  - Take extraordinary steps to ensure personal and organizational integrity.
  - Impeccable track record of ethical conduct.

**5. Written Communication (level 4)**

- **Generates compelling written documents.**
  - Adjust words to add effect.
  - Uses one or two formal writing styles appropriate to one's field.
  - Writes documents which hold the reader's attention.

**6. Negotiation and Influence (level 5)**

- **Orchestrates situation to achieve win-win results.**
  - Identifies options and alternatives that are beneficial for all.
  - Considers overall impact and results of negotiations and agreements.

- Enlists “political allies” to influence situations and people.
- Targets decision makers; builds support behind the scenes.

## **7. External Awareness (level 5)**

- **Extensive knowledge and insight.**
  - Extensive knowledge and insight into external environment and its impact on the organization.
  - Develops formal procedures for tracking/evaluating trends and influences.
  - Is recognized as the point-of-contact for external items effecting organization.

### **Minimum Qualifications:**

Completion of a four-year degree from an accredited college or university.

AND

Six years of professional procurement audit/process improvement experience, three years of which were in a supervisory capacity.

OR

Nine years of professional procurement audit/process improvement experience, three years of which were in a supervisory capacity.

OR

Seven years of professional procurement audit/process improvement experience in a supervisory capacity

### **Preferred Qualifications:**

Preference will be given to applicants who, in addition to meeting the minimum qualifications, possess one or more of the following:

- Master’s degree in business administration (MBA) or Public Administration (MPA) from an accredited college or university.
- Certification as a Certified Professional Public Buyer (CPPB), Certified Public Purchasing Officer (CPPO), Certified Associate Contracts Manager (CACM), Certified Professional Contracts Manager (CPCM), or a Certified Purchasing Manager (CPM),
- Prior government procurement experience